



Individual Progress ► Collective Success

Self-awareness: The performance superfood



John Hackston
Head of Thought Leadership, OPP

The questions we will try to answer...

- ▶ Is self-awareness important? Why?
- ▶ How can we measure self-awareness?
 - ▶ What is self-awareness?
 - ▶ How self-aware are **you**?
- ▶ How can you develop self-awareness?
- ▶ What's with the chimp?



More self-aware people are happier, with higher levels of well-being

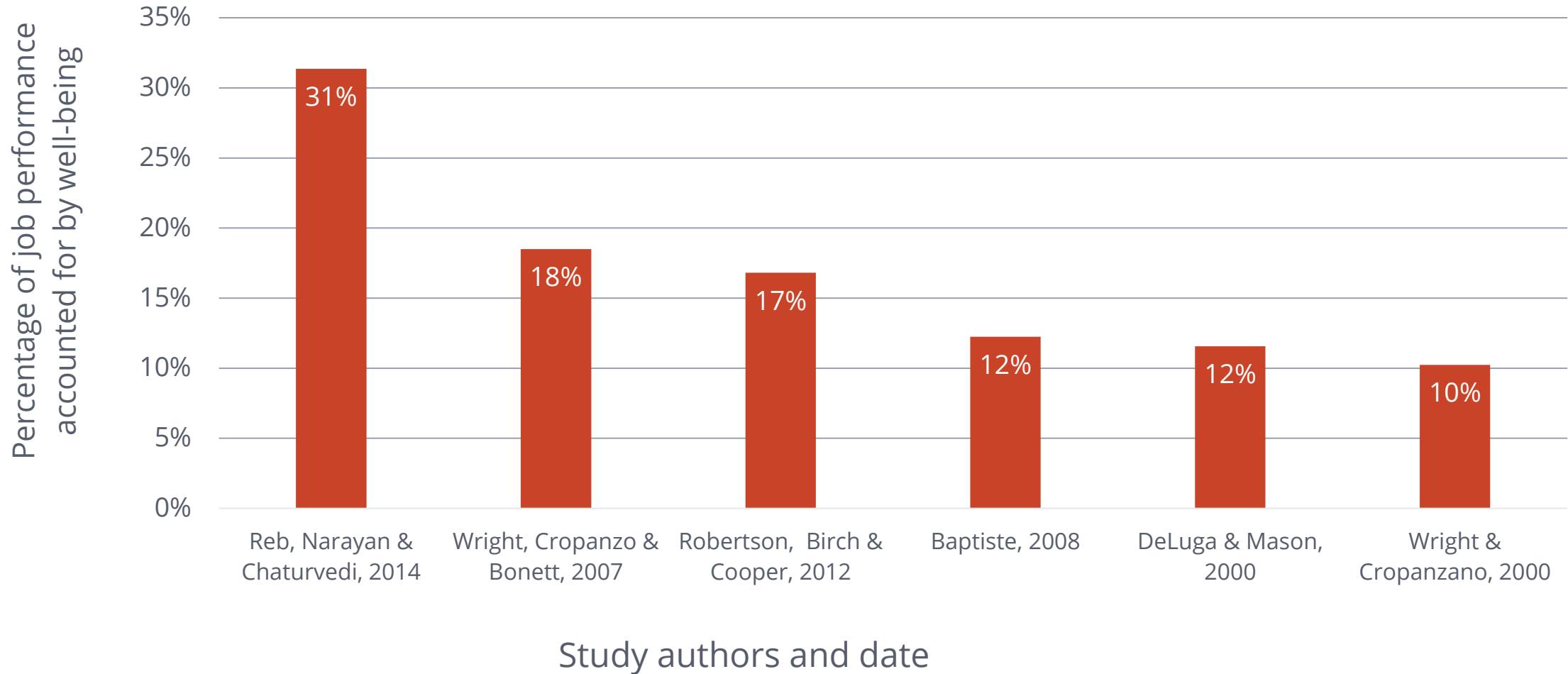


Source: Brown & Ryan, 2003

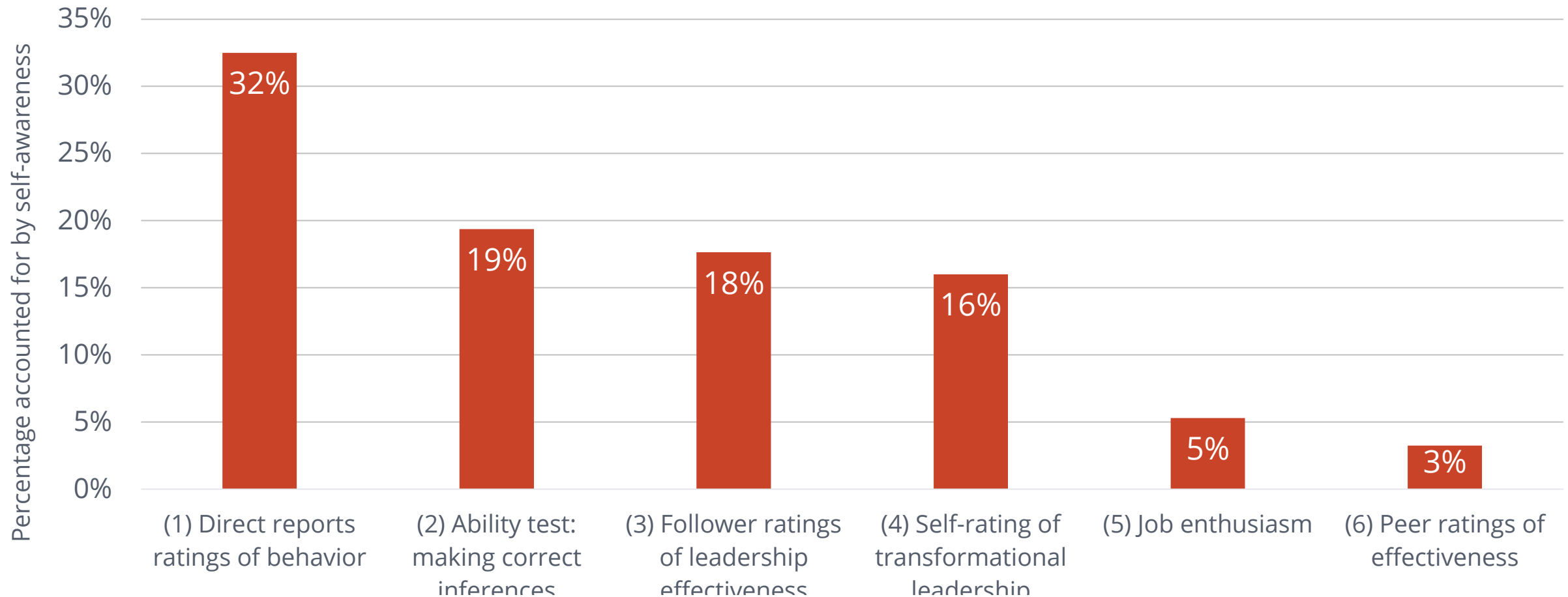
Self-awareness increases well-being, and well-being predicts performance



Self-awareness increases well-being, and well-being predicts performance



More self-aware people have higher levels of performance



& Allinson, 2015; (6) Church & Waclawski, 1999

OPP and CPP research into self-awareness

Personality and self-awareness

Introduction



...e people more self-
...of questions about
...er your experience

...collected from the
...e personal data. Sto
...individuals or organ

...publish a summary
...e. In order to comp
...completing the Myers-Brigg

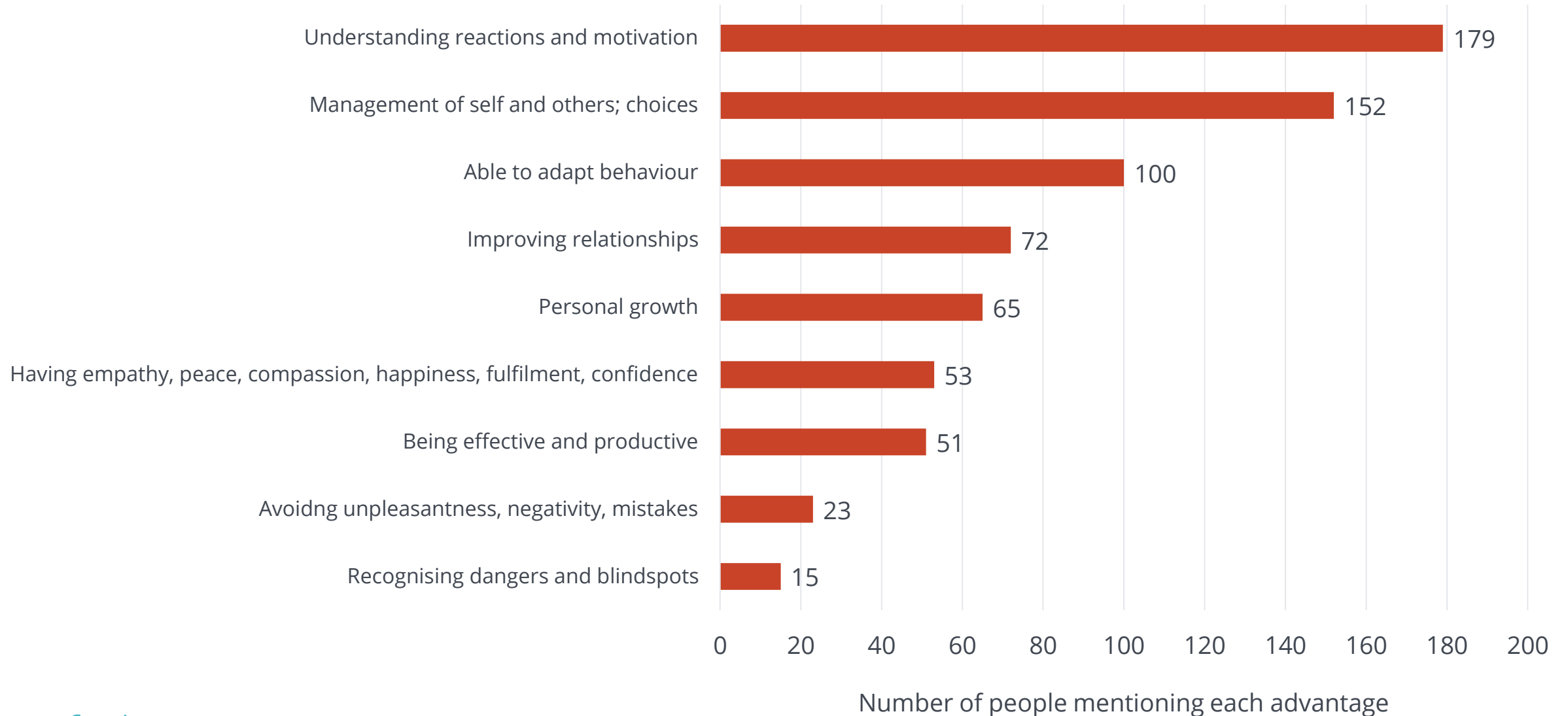
The survey is in 3 parts:

About you
Your views on self awareness
Your behaviour

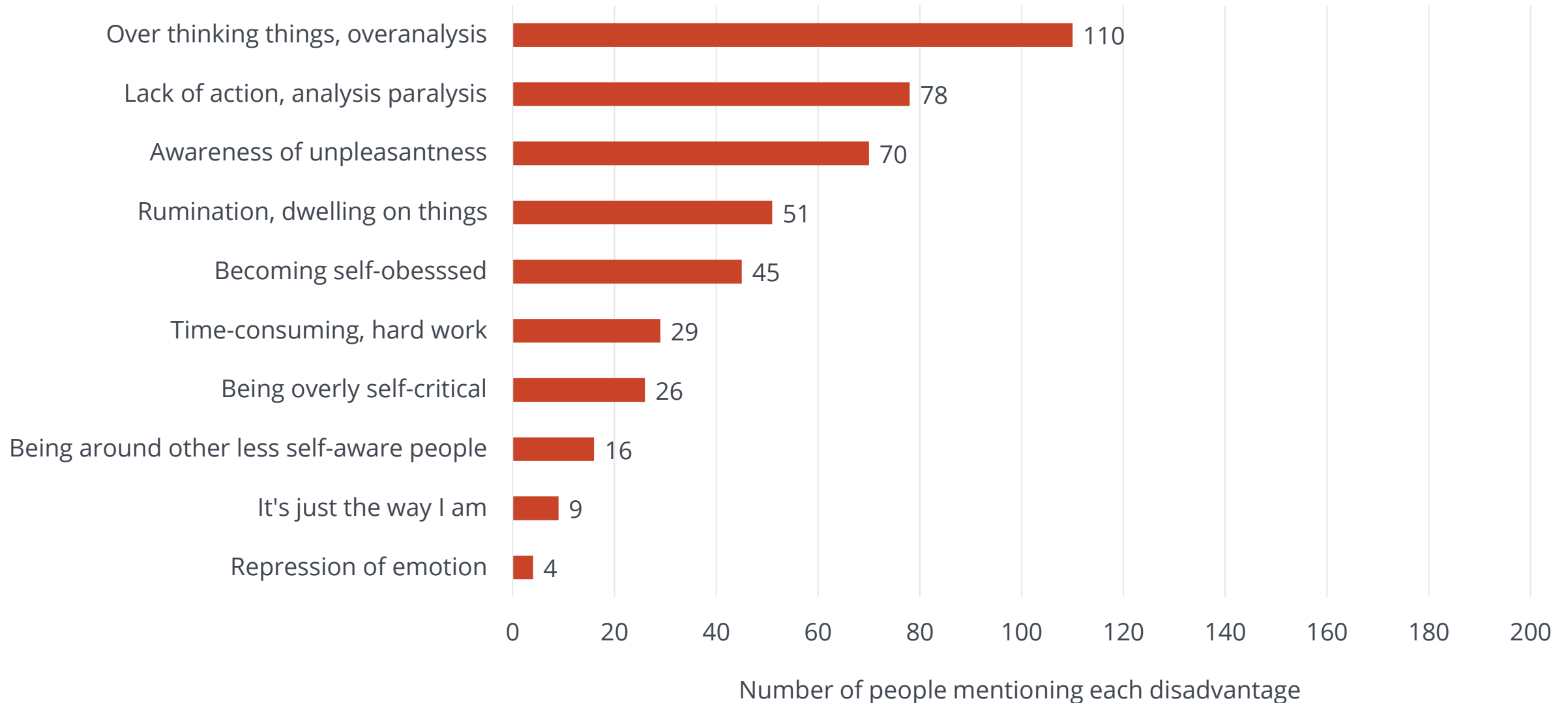
The survey should take you

- ▶ The participants:
 - ▶ 937 people, 71% female, average age 45 years
 - ▶ 57% UK, 18% US, 14% other European, 11% rest of world
- ▶ Participants were asked questions on:
 - ▶ Aspects of self-awareness
 - ▶ Advantages and disadvantages of self-awareness
 - ▶ How their self-awareness differs from others
 - ▶ Areas where self-awareness was most useful
 - ▶ Methods used to develop self-awareness, and which were most useful
 - ▶ Their MBTI personality type

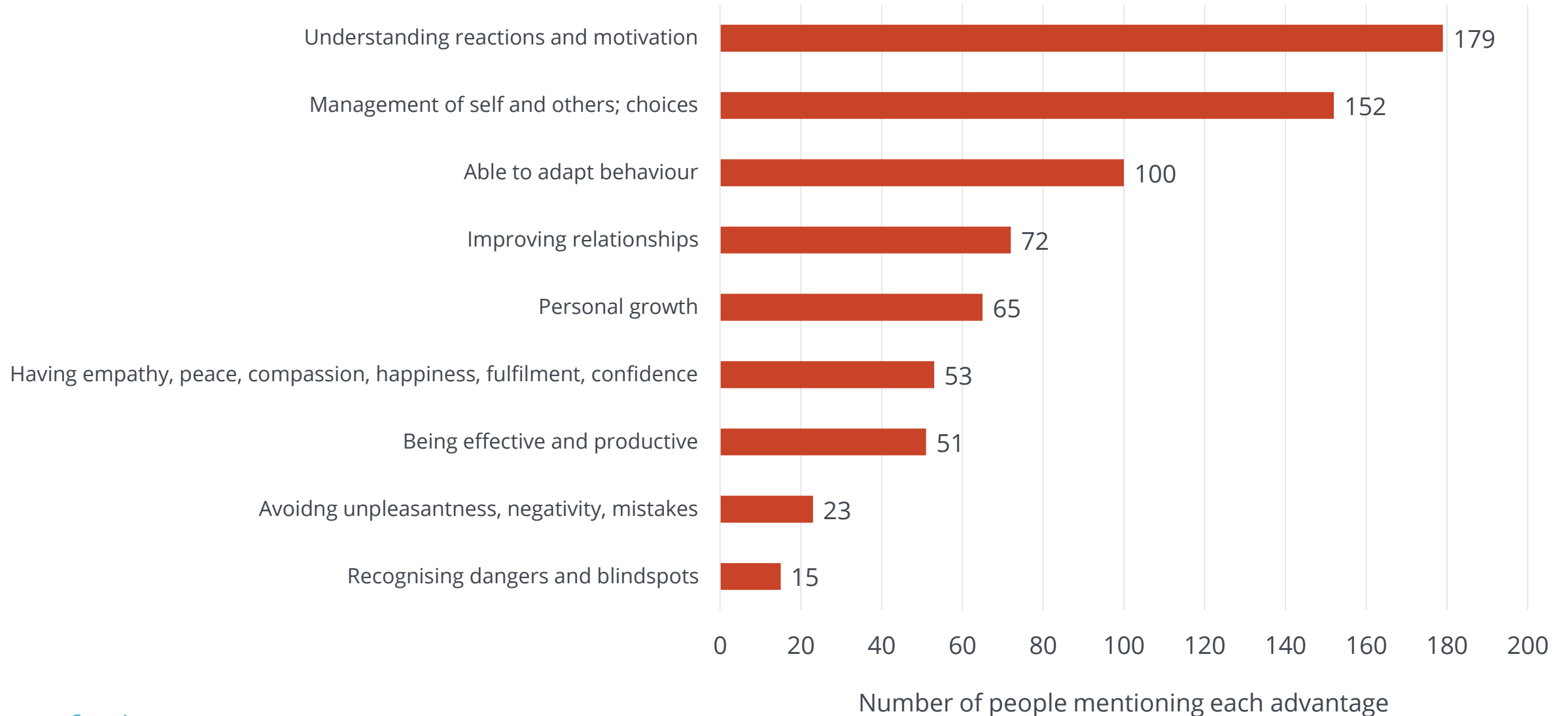
The advantages of being self-aware



The disadvantages of being self-aware



The advantages of being self-aware



How self aware are you?



How good a driver are you?



93%

of US drivers
said they had
above
average
driving skills

Source: Svenson (1981)

Most people see themselves as being self-aware

95% of people **think** they are self-aware

But only **15%** actually **are** self-aware

Tasha Eurich, Insight

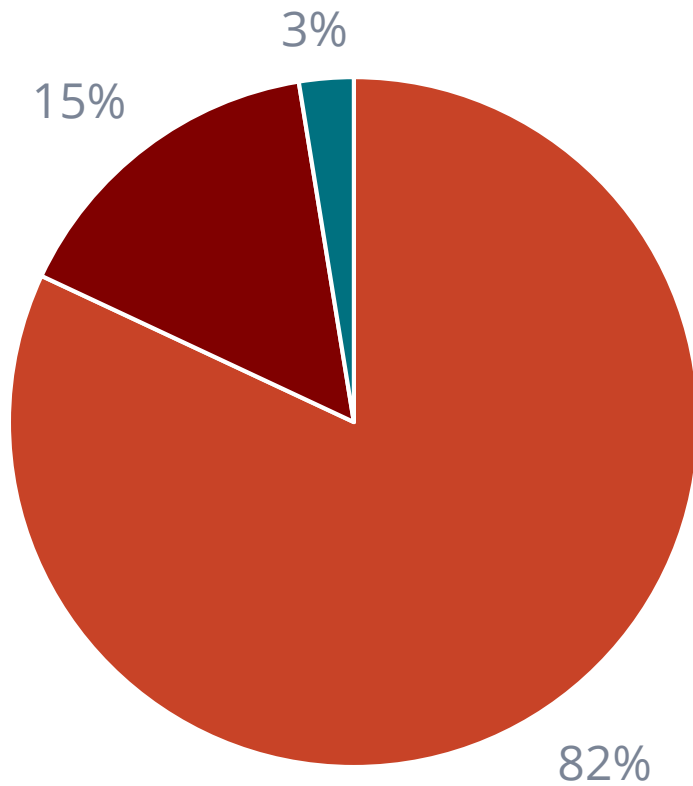


How self-aware are you?

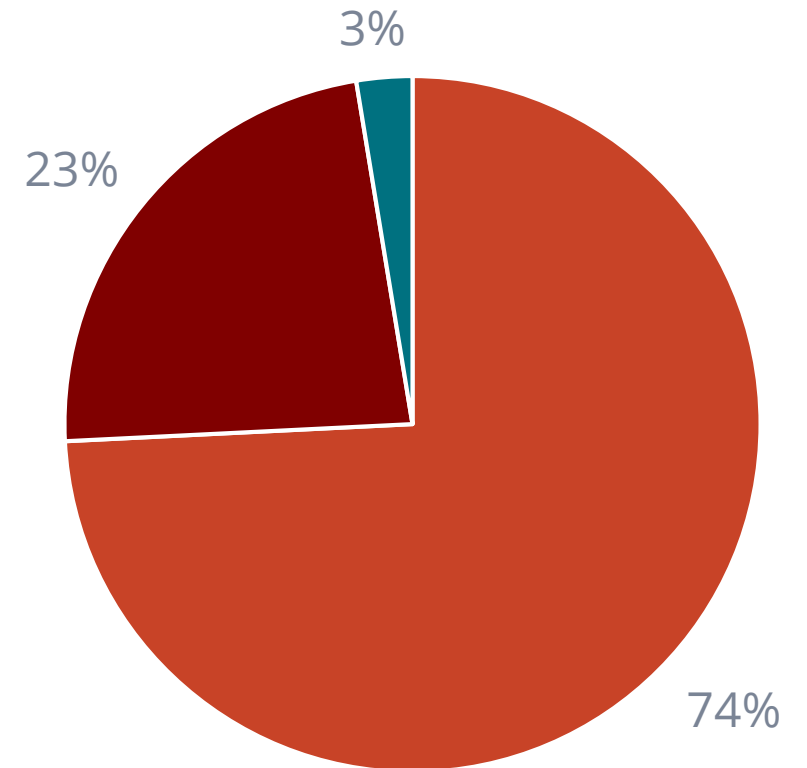
To what extent would you agree with each of these statements?	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have a great deal of self-awareness					
Others would describe me as very self-aware					

How self-aware are you?

I have a great deal of self-awareness



Others would describe me as very self-aware



- Agree or strongly agree
- Neither agree nor disagree
- Disagree or strongly disagree

Please raise your hand if...

- ▶ I know people who are less self-aware than I am
- ▶ I am more self-aware than my family 61%
- ▶ I am more self-aware than my subordinates/reports 62%
- ▶ I am more self-aware than my manager 41%
- ▶ I am more self aware than my peers 38%
- ▶ I am the most self-aware person I know



What is self-awareness?

How would **you**
define self-
awareness?



What is self-awareness?

Having an understanding of why you think, feel and act the way you do across situations

Knowing why you feel the way you do

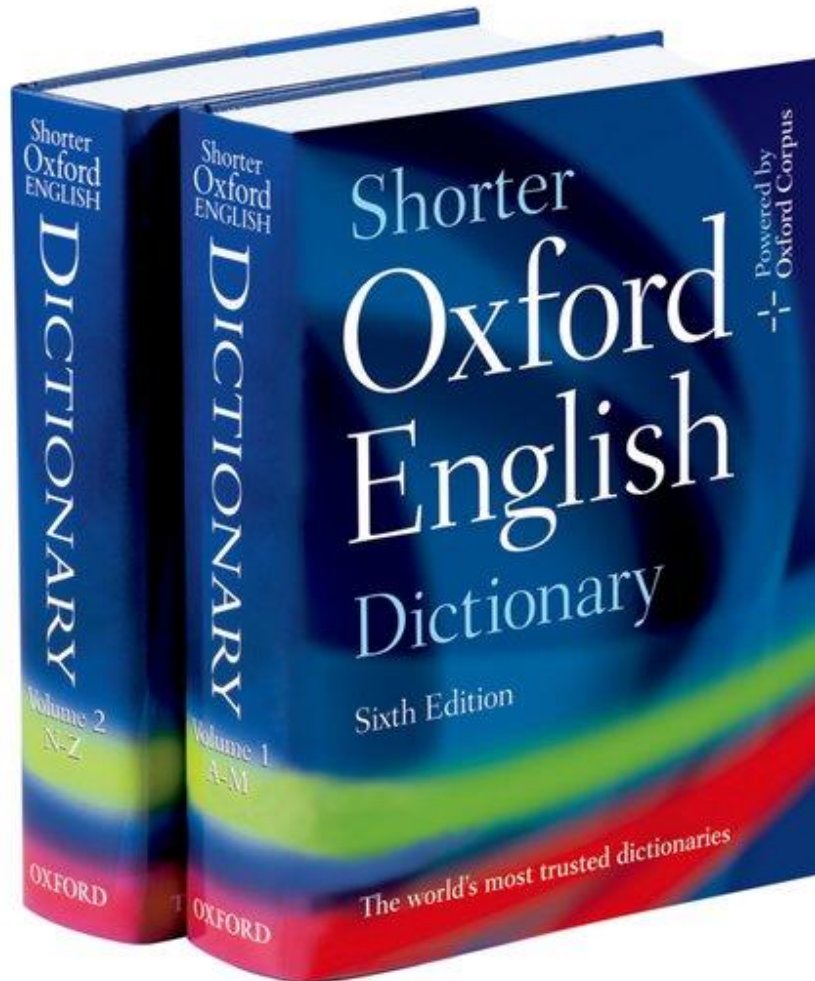
Knowing what makes you 'you' and how this affects the way you behave

An ability to self reflect and introspect on one's thoughts, feelings and place in the world.
Used in comparison with others as a way of self monitoring and self regulation

Knowing yourself

Like an "out of the body" separate consciousness observing yourself as if a separate being

What is self-awareness?



Conscious
knowledge of
one's own
character and
feelings

Self-awareness is...

The extent to which
people are
consciously aware of
their interactions or
relationships with
others and of their
internal states

Sutton, 2016

What is self-awareness?



Insight

- Ability to name feelings, comfort with uncomfortable feelings, understanding one's motives



Reflection

- Reflecting on one's thoughts and feelings, valuing self-reflection and others' self-reflection



Rumination

- Recalling negative events, considering the past and how they could have done things differently



Mindfulness

- Not rushing between activities, operating on autopilot, or having a wandering mind

Self-awareness is...

The extent to which people are consciously aware of their interactions or relationships with others and of their internal states

Sutton, 2016

Measuring self-awareness

I often reflect on my thoughts

I understand why I behave in the way I do

When I have unpleasant thoughts, I can easily put them out of my mind

I often hurry from one activity to the next

I usually know why I am feeling the way I do

Reflecting on my inner world is not a waste of time

Strongly
disagree
(1)

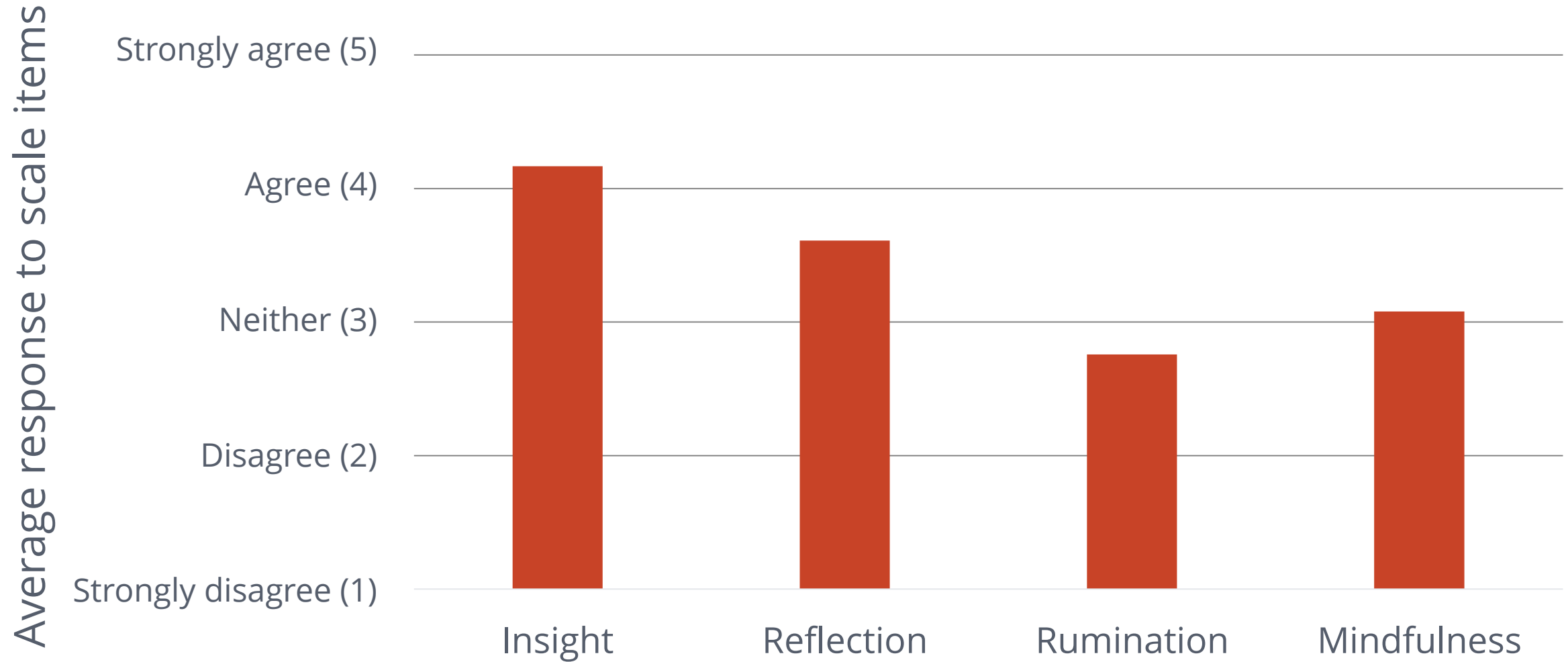
Disagree
(2)

Neither
(3)

Agree
(4)

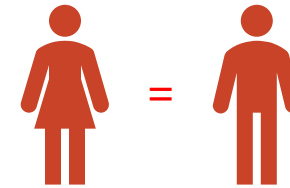
Strongly
agree
(5)

Measuring self-awareness



Differences in self-awareness

No significant differences between men and women



Those in more senior roles scored higher on Insight and Rumination

41% said they were more self-aware than their manager



62% said they were more self-aware than their subordinates



The biggest differences in self-awareness related to personality



Insight

EXTRAVERSION



INTROVERSION

Where do you get your energy from?



Reflection

SENSING



INTUITION

What kind of information do you prefer to use?



Insight



Reflection



Rumination

THINKING



FEELING

What process do you use to make decisions?



Reflection



Mindfulness

JUDGING



PERCEIVING

How do you deal with the world around you?

How self-aware are you?



Self-Awareness Questionnaire

For each block of statements below, answer each individual statement in terms of whether you strongly disagree, disagree, neither agree nor disagree, agree, or strongly agree. For each statement, you will have a score of 1, 2, 3, 4 or 5, depending on which option you chose. Add up the numbers in each block to get the raw score for each block.

INSIGHT	Strongly disagree	Disagree	Neither	Agree	Strongly agree
I am interested in analysing the behavior of others	1	2	3	4	5
I value opportunities to evaluate my behavior	1	2	3	4	5
It is important to understand why people behave in the way they do	1	2	3	4	5
When I'm feeling uncomfortable, I can easily name these feelings	1	2	3	4	5
I understand why I behave in the way I do	1	2	3	4	5
I usually know why I am feeling the way I do	1	2	3	4	5

Insight raw score:

REFLECTION	Strongly disagree	Disagree	Neither	Agree	Strongly agree
I often reflect on my thoughts	1	2	3	4	5
I enjoy exploring my 'inner self'	1	2	3	4	5
Reflecting on my inner world is not a waste of time	1	2	3	4	5
I spend too much time in my inner world, reflecting	1	2	3	4	5
I often reflect on my feelings	1	2	3	4	5
Others would benefit from reflecting more on their thoughts	1	2	3	4	5
Others would benefit from reflecting on their feelings more	1	2	3	4	5
Others would benefit from engaging in more self-reflection	1	2	3	4	5
It is important for me to monitor my internal state	1	2	3	4	5

Reflection raw score:

RUMINATION	Strongly disagree	Disagree	Neither	Agree	Strongly agree
When I have unpleasant thoughts, I can easily put them out of my mind	1	2	3	4	5
I tend not to look back and think about how I could have done things differently	1	2	3	4	5
I often find myself thinking about past negative events	5	4	3	2	1
When things go wrong, I often ruminate on them for long periods of time	5	4	3	2	1

Rumination raw score (NOTE: scoring for the last two questions is reversed):

© Copyright 2018 by CPP, Inc.

Please turn over



Self-Awareness Questionnaire

MINDFULNESS	Strongly disagree	Disagree	Neither	Agree	Strongly Agree
I am often on auto-pilot, and do not pay much attention to what I am doing	1	2	3	4	5
I often hurry from one activity to the next	1	2	3	4	5
Sometimes I am careless because I am preoccupied, with many things on my mind	1	2	3	4	5
I often dwell on the past or the future, rather than the present	1	2	3	4	5
I do not tend to pay much attention to what I am doing	1	2	3	4	5
My mind often wanders when I am trying to concentrate	1	2	3	4	5

Mindfulness raw score:

Now compare the raw score from each block to the table below to see your standard score on each scale:

	1	2	3	4	5	
May be confused by their feelings or surprised by their behavior.	6 – 21	22 – 23	24 – 26	27 – 28	29 – 30	Interested in analysing behavior, understands own feelings and behavior.
Does not spend time on or value self-reflection; thinks others spend too much time on this.	9 – 27	28 – 30	31 – 34	35 – 38	39 – 45	Reflects on own thoughts and feelings; believes that this is important and that others should do this.
May dwell on what has gone wrong and negative events; finds it difficult to dismiss unpleasant thoughts.	4 – 6	7 – 9	10 – 12	13 – 16	17 – 20	Does not dwell on the past; can put unpleasant thoughts to one side.
Lives in the present, pays attention to what they are doing, gives time to each activity.	6 – 12	13 – 16	17 – 20	21 – 23	24 – 30	In a hurry, may be careless and preoccupied, can find it difficult to concentrate, less mindful
	1	2	3	4	5	

How do these results compare to your views on your own self-awareness?

What actions might you wish to take?

© Copyright 2018 by CPP, Inc.

Self-awareness: The performance superfood

- ▶ Is self-awareness important? Why? ✓
- ▶ How can we measure self-awareness? ✓
 - ▶ What is self-awareness?
 - ▶ How self-aware are **you**?
- ▶ How can you develop self-awareness?
- ▶ What's with the chimp? ✓



How can you develop self-awareness?

Feedback

- ▶ From your manager
- ▶ From your peers
- ▶ From your subordinates
- ▶ From your clients
- ▶ From your wider network
- ▶ From your family

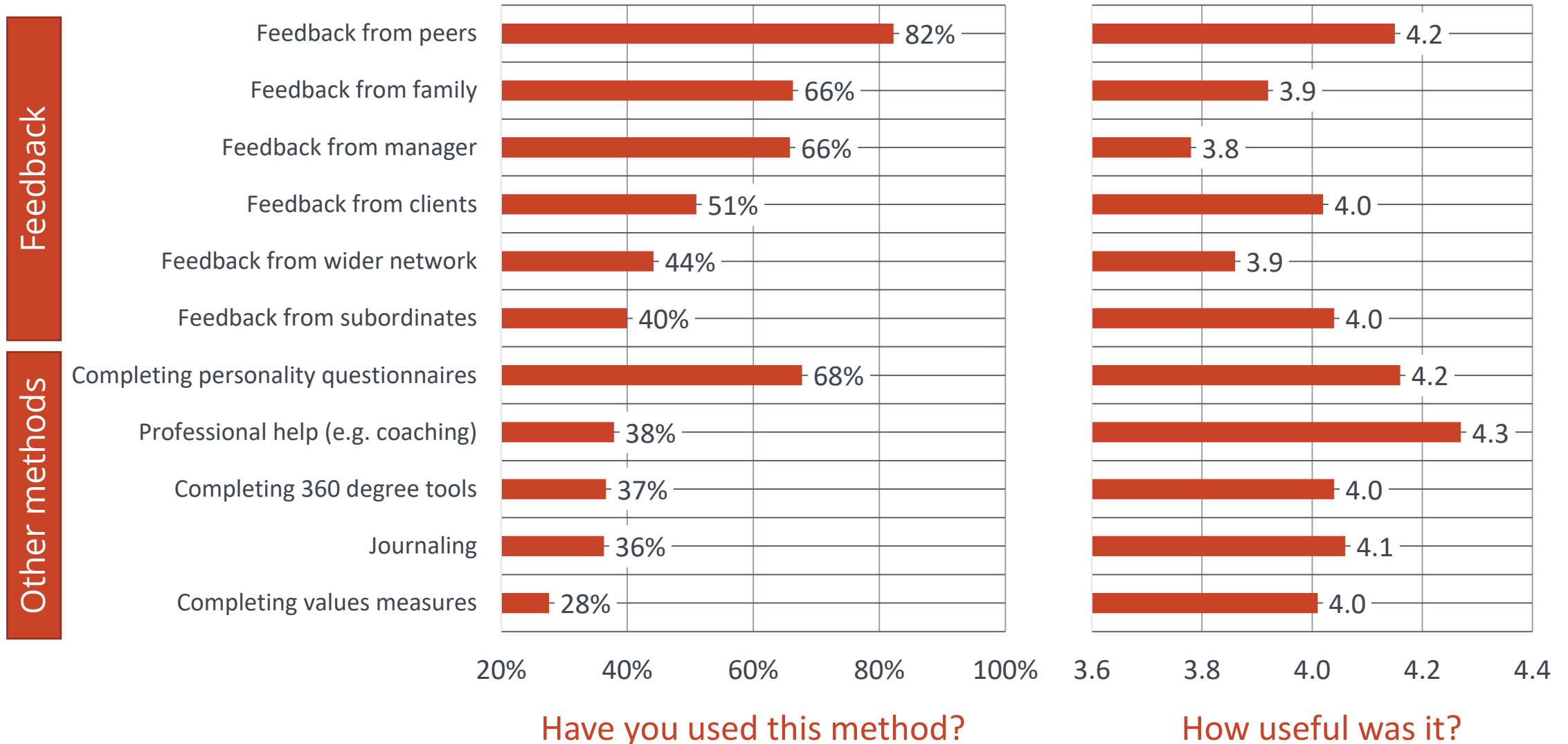
Other methods

- ▶ Completing personality questionnaires
- ▶ Completing 360° tools
- ▶ Completing values measures
- ▶ Professional help (e.g. coaching)
- ▶ Journaling

Which are the most widely used?

Which are the most effective?

Methods of developing self-awareness – which are used, which are effective?



Using the MBTI assessment to build self-awareness

What has changed since you completed the MBTI assessment?

85% said they had capitalized on their strengths more

67% felt more confident in their contribution at work

64% felt more confident as a leader

61% said they made better decisions



What are the three areas where self-awareness has been most helpful?



Several methods ↑ self-awareness → positive results



Professional help
(e.g. a coach)

Feel more
confident

Capitalise
on strengths



**Completing
personality
questionnaires**

Understand
reactions



Be a better
leader



**Feedback
from peers**

Make better
decisions

Understand
other people

Self-awareness: The performance superfood

- ▶ Is self-awareness important? Why? ✓
- ▶ How can we measure self-awareness?
 - ▶ What is self-awareness? ✓
 - ▶ How self-aware are **you**? ✓
- ▶ How can you develop self-awareness? ✓
- ▶ What's with the chimp? ✓




Takeaways

Self-Awareness Questionnaire

For each block of statements below, answer each individual statement in terms of whether you strongly disagree, disagree, neither agree nor disagree, agree, or strongly agree. For each statement, you will have a score of 1, 2, 3, 4 or 5, depending on which option you chose. Add up the numbers in each block to get the raw score for each block.

INSIGHT	Strongly disagree	Disagree	Neither	Agree	Strongly agree
I am interested in analysing the behavior of others	1	2	3	4	5
I value opportunities to evaluate my behavior	1	2	3	4	5
It is important to understand why people behave in the way they do	1	2	3	4	5
When I'm feeling uncomfortable, I can easily name these feelings	1	2	3	4	5
I understand why I behave in the way I do	1	2	3	4	5
I usually know why I am feeling the way I do	1	2	3	4	5

 **Insight raw score:**

REFLECTION	Strongly disagree	Disagree	Neither	Agree	Strongly agree
I often reflect on my thoughts	1	2	3	4	5
I enjoy exploring my 'inner self'	1	2	3	4	5
Reflecting on my inner world is not a waste of time	1	2	3	4	5
I spend too much time in my inner world, reflecting	1	2	3	4	5
I often reflect on my feelings	1	2	3	4	5
Others would benefit from reflecting more on their thoughts	1	2	3	4	5
Others would benefit from reflecting on their feelings more	1	2	3	4	5
Others would benefit from engaging in more self-reflection	1	2	3	4	5
It is important for me to monitor my internal state	1	2	3	4	5

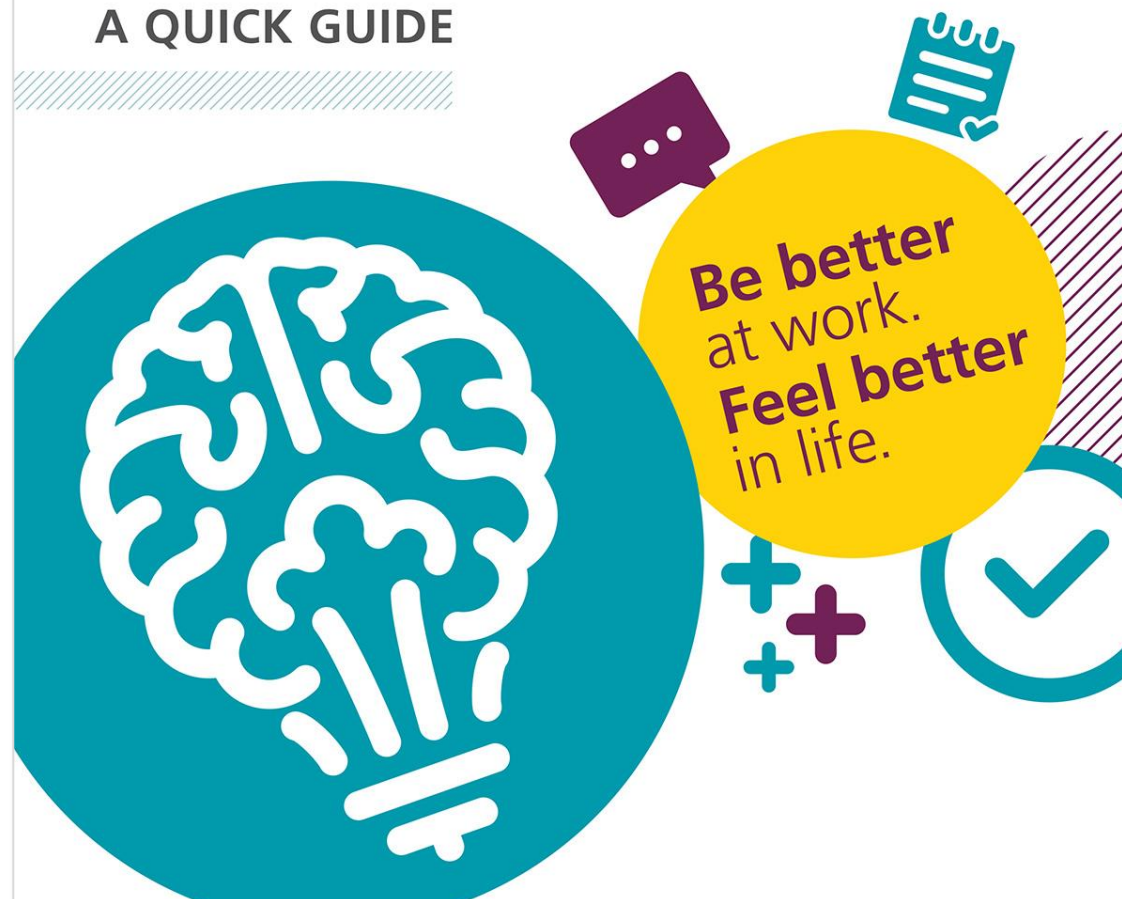
 **Reflection raw score:**

RUMINATION	Strongly disagree	Disagree	Neither	Agree	Strongly agree
When I have unpleasant thoughts, I can easily put them out of my mind	1	2	3	4	5
I tend not to look back and think about how I could have done things differently	1	2	3	4	5
I often find myself thinking about past negative events	5	4	3	2	1
When things go wrong, I often ruminate on them for long periods of time	5	4	3	2	1

 **Rumination raw score (NOTE: scoring for the last two questions is reversed):**

SELF-AWARENESS

A QUICK GUIDE



Questions?

